

Time of Change at the Joint Information Operations Warfare Center

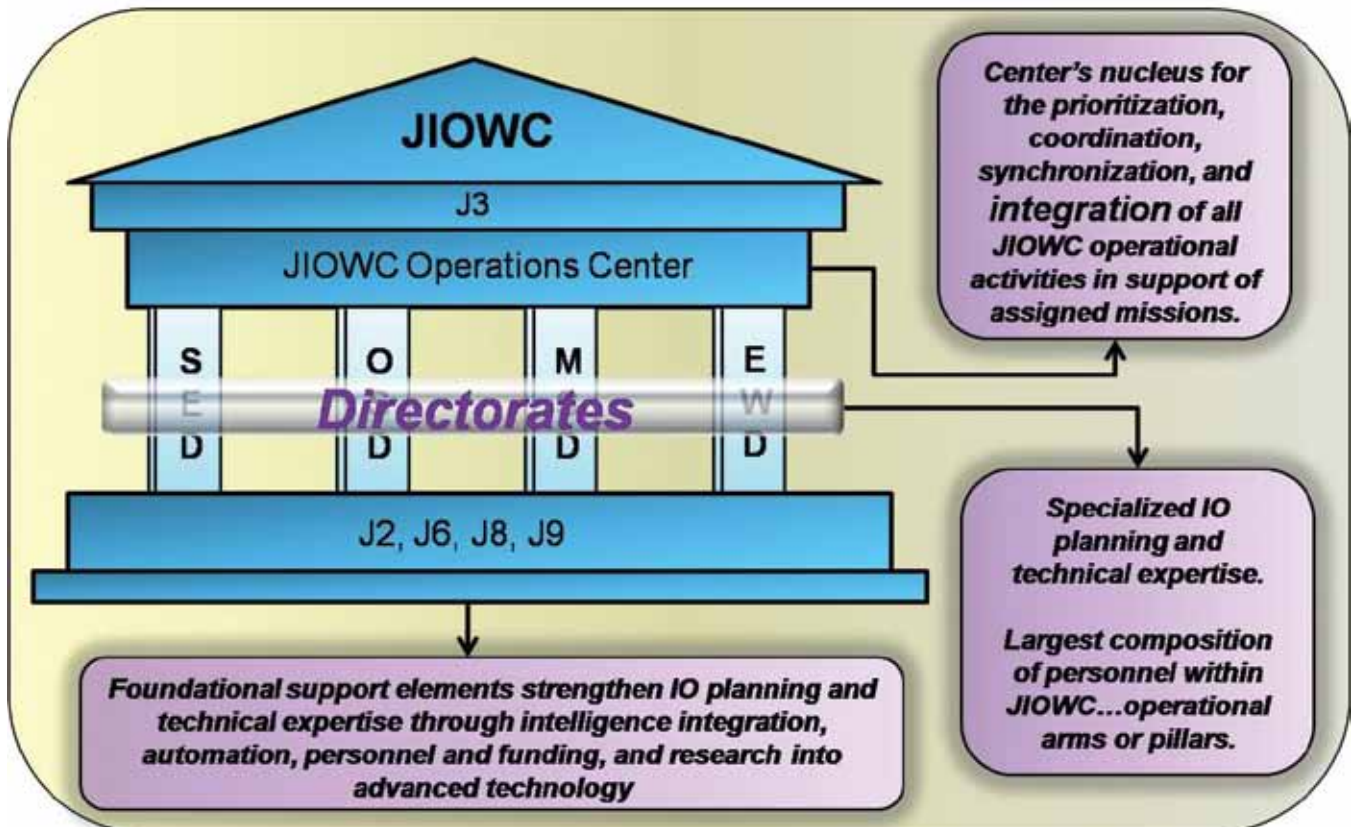
by

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Since General Kevin Chilton's visit as the newly designated Commander of US Strategic Command (USSTRATCOM) in the fall of 2007, the Joint Information Operations Warfare Center (JIOWC) has undergone some changes in organization and increased emphasis in supporting USSTRATCOM's Three Lines of Operation (LOO): Cyber, Deterrence and Space. This is significant as JIOWC support to the other Combatant Commanders and subordinate Joint Task Forces has remained an operational priority. JIOWC as an organization comprised of four distinct Information Operations (IO) centers of excellence in Strategic Effects (SE), Operations Security (OS), Electronic Warfare (EW), and Specialized Military Support (MS) has done a remarkable job in accomplishing its mission. We have assisted all supported commanders in the US Department of Defense plan and routinely execute all aspects of IO including core, supported, and related activities as directed by Commander USSTRATCOM. This is a success story that deserves much

credit and is a testament to the professionalism, dedication, and hard work of all members of the JIOWC team. However, as important as each IO center is in the eyes of the organizations it supports, we have identified room for improvement in integrating our specialized capabilities. Proper integration of IO capabilities and general IO planning expertise provides the joint Warfighter with a higher degree of support and it should be the JIOWC's number one strength and priority. Without integration, IO is simply a disparate force multiplier that does not capitalize on the strengths of its individual sub-specialties.

Additionally, a clear Mission and Vision, coupled with a measurable set of goals and objectives, provides the direction and purpose for what the JIOWC does and why it exists. The effort to develop the JIOWC's future strategy has recently been completed and I'm happy to say that it now accurately reflects JIOWC as a relevant and value-added organization positioned to benefit the joint warfighting community.



Joint Information Operations Warfare Center (JIOWC) Structure

Source: JIOWC

Parallel to this effort is the decision to fully resource the JIOWC Operations Center (JOC) to become the true organizational nucleus charged with **prioritizing, coordinating, synchronizing, and integrating** all JIOWC operations and planning activities in support of our assigned missions. To aid in this effort, the specialized former IO Centers are now designated as Directorates. As such, they now play a vital role in resourcing the JOC and are integral to supporting its role of orchestrating the myriad operational tasks and missions that flow through the JIOWC. Optimum Integration is our goal and by having full-time Intelligence, EW, OPSEC, MS and SE representation organic to the JOC, we will increase our level of support to the joint Warfighter. Moreover, having a nucleus of integrated planning and operational expertise in a single location is vital to maintaining control over ongoing operations while simultaneously remaining responsive to our own higher headquarters. A beneficial byproduct of this reorganization is the ability to have better oversight of all operations and unparalleled situational awareness that provides JIOWC leadership with the necessary insight to make appropriate resourcing decisions.

This realignment of personnel into the JOC will also serve as an open conduit between the Directorates and the JOC greatly improving our collective information sharing and collaboration on real-time operational activities and efforts. A key point worth emphasizing is that my JOC will have the enhanced capability to support short-notice planning teams, as well as, operational planning groups and crisis action teams. A nucleus of JIOWC expertise resident in the JOC also lends to integrating IO in support of USSTRATCOM and General Chilton's lines of operations in real-time, and thereby increases our level of support to all mission requirements.

I firmly believe that these organizational changes will reinforce the community's perception of JIOWC as an overall Center

of Excellence. Marketing the organization as a single entity, defined by its unique ability to facilitate full operational integration of IO in support of the joint Warfighter, remains of paramount importance. I want the joint warfighting community to understand that JIOWC continues to be a single organization capable of providing world-class IO support. We are not an organization that solely provides "stove piped" capabilities without regard to overall IO effects. The new Directorates will be as vital to the success of the mission as they were as Centers, but the effort will become much more unified in the minds of those the JIOWC supports.

These organizational changes to the JIOWC structure and terminology were set in place on 19 January 2010. I am optimistic that these changes will better allow us to support the joint Warfighter and US National Objectives for many years to come. 